



## Internal Operating Plan 2020/21

This is Cleveland Fire Brigade's Internal Operating Plan which sets out the Authority's Improvement priorities 2020/21 that have been established to: further progress the achievement of the Authority's Strategic Goals; reflect the requirements of our Community Integrated Risk Management Plan 2018-22 Year 3 Proposals and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment and Reports 2019.



The Priorities are set out in two types:

- Corporate i.e. strategic priorities which are public facing and included within our Service Plan 2020/21 and pre-fixed by the letter 'C' below and;
- Directorate i.e. functional priorities that are pre-fixed by the letter 'D'.

Both types of priorities will be reported to and monitored by the Brigade's Executive Leadership Team; only the Corporate Priorities will be monitored by the Authority's Executive Committee.

### Glossary of Terms

ACFOCP	Assistant Chief Fire Officer: Community Protection
ACFSRP	Assistant Chief Fire Officer: Strategic Planning and Resources
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CFO	Chief Fire Officer
CIRMP	Community Integrated Risk Management Plan
ELT	Executive Leadership Team
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Services
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
NFCC	National Fire Chiefs' Council
NOG	National Operational Guidance

## **New Priority: COVID 19**

On 31st December 2019, Chinese authorities notified the World Health Organisation (WHO) of an outbreak of pneumonia in Wuhan City, which was later classified as a new disease: COVID-19. By 30th January 2020, WHO declared the outbreak of COVID-19 a “Public Health Emergency of International Concern” (PHEIC). And on March 11, 2020 WHO declared COVID-19 a global pandemic, pointing to the over 118,000 cases of the coronavirus illness in over 110 countries and territories around the world and the sustained risk of further global spread.

As a country, the UK believes that it is well prepared for disease outbreaks, having responded to a wide range of infectious disease outbreaks in the recent past, and having undertaken significant preparedness work for an influenza pandemic for well over a decade. These plans ensure the UK is equipped to deliver a coordinated multi agency response to minimise wider societal impact that could arise from a significant outbreak. Planning draws on the idea of a “reasonable worst case (RWC)” scenario. This is not a forecast of what is most likely to happen, but will ensure that the UK is ready to respond to a range of scenarios. As to be expected those plans have been regularly tested and updated locally and nationally to ensure they are fit for purpose.

As a Brigade, we too have planned for those ‘reasonable worst case scenarios’ both in local and multi-agency settings, and have produced and tested our own Business Continuity Plans which set out our emergency preparedness arrangements to be able to deal with such an event.

Since March 2020 the Brigade’s ELT’s focus has been on the planning, responding, recovery and back to response phases of this COVID 19 event thereby continuing to ensure the safety of Cleveland Fire Brigade’s communities and staff. Principal and Senior Officers have given priority to this national crisis to ensure the continued provision of the Brigade’s community safety and enabling services. In addition we have had to accommodate an unexpected HMICFRS Inspection of our COVID arrangements.

Work relating to COVID has been significant and unexpected and this has to be recognised as being the dominant call on resources within the Authority’s Corporate Priority work; other priority work has had to be re-scheduled on a risk basis and this has been reflected in this (202/21) and the next (2021/22) Corporate Internal Operating Plans. As COVID continues we will have to remain flexible and continue to re-prioritise work accordingly.

## Strategic Planning Priorities

<b>CSP1: We will have evidence based, high quality and consistent integrated community risk management planning arrangements that encompass all aspects of identifying, assessing and prioritising issues of local risk and ensuring that they are resilient to national risks and threats including terrorism</b>		
Action	Lead	Date
<b>CSP1.1: develop and implement a programme to ensure the production of the Authority's CIRMP 2022/23-2024/25</b> An Programme of work has been produced and agreed with ELT It sets out activities, responsibilities and timelines to achieve the production of the CIRMP	Ian Hayton	Apr 2020
<b>CSP1.2: identify existing and future risks</b> In identifying existing and future risks the Brigade is working in parallel with the national project work being carried out by the National Fire Chiefs' Council. This gives further assurance to our existing credible and well embedded risk analysis processes.  The risk analysis work is complete and has identified the Brigade's hazardous events and associated high, medium and low risks. These are captured within our Community Risk Profile Report which also contains detailed analysis that gives us a rich picture of our most vulnerable communities. The Community Risk Profile Report is the foundation of our Integrated Risk Management Planning and is used by our delivery teams to determine community safety services and allocate resources.  The Report was approved by ELT on 29 <sup>th</sup> October 2020 and presented to the Fire Authority in December 2020.	Karen Winter	Sep 2020
<b>CSP1.3: evaluate effectiveness of existing prevention, protection and emergency response services</b> A dedicated team is leading this area of work and the evaluation reports will be presented to ELT at a series of meetings scheduled for April 2021. This work will therefore continue into 2021.	Carl Boasman	Mar 2021
<b>CSP1.4: set priorities and Service Plan 2021/22</b> On 26 <sup>th</sup> Jan 2021 ELT completed its strategic planning work which included an environmental analysis, identification of the strategic issues; consideration of the Medium Term Financial position and assessment of risks. This led to a suite of draft priorities that are to be considered for approval on 26 <sup>th</sup> March 2021. Once approved the priorities will be captured within the Service Plan 2021/22.	Karen Winter	Feb 2021
<b>CSP1.5: identify improvement opportunities; and determine policies and standards for delivery of community safety services</b> Work continues into 2021/22	Carl Boasman	Jun 2021
<b>CSP1.6: allocate resources to manage the risks/deliver the services</b> Work continues into 2021/22	Carl Boasman	Jun 2021
<b>CSP1.7: produce draft CIRMP 2022/23 onwards</b> Work continues into 2021/22	Karen Winter	Aug 2021
<b>CSP1.8: consult on CIRMP 2022/23 onwards</b> Work continues into 2021/22	Carl Boasman	Dec 2021
<b>CSP1.9: publish CIRMP 2022/23 onwards</b> Work continues into 2021/22	Karen Winter	Mar 2022

<b>CSP2: Our medium term financial planning will be aligned to the new Comprehensive Spending Review and Fair Funding Formula to meet the needs and risks of the communities now and in the future</b>		
Action	Lead	Date
<b>CSP2.1: undertake budget and reserve adjustments 2020/21</b> Relevant adjustments were made as part of the budget implementation process for 2020/21	Karen Winter	Apr 2020
<b>CSP2.2: review Efficiency Plan</b> Discussions have taken place between ACFO SPR and Treasurer re the requirements of this Plan and work has commenced. The Strategy has been discussed with the Chair and Vice-Chair and circulated to Elected Members. The website has been updated.	Karen Winter	Sep 2020
<b>CSP2.3: review Reserve Strategy</b> The Reserve Strategy is included within the Medium Term Financial Strategy and was presented to the Executive Committee for consideration in January and CFA for approval in February 2021.	Karen Winter	Mar 2021
<b>DSP2.1: achieve an unqualified opinion on the financial statement</b> The Annual Auditor's Report for 2019/20 was presented to the CFA on 16 <sup>th</sup> October 2020. The Auditors stated that they anticipated issuing an unqualified opinion on the financial accounts but at the time of presentation were awaiting the Pension Auditor's Opinion. This was received and the accounts were signed off by the Chair and Treasurer in Nov 2020	Karen winter	Oct 2020
<b>DSP2.2: achieve an unqualified opinion on Value for Money</b> The Annual Auditor's Report for 2019/20 was presented to the CFA on 16 <sup>th</sup> October 2020. The Auditors stated that they anticipated concluding that the Authority had proper arrangements to secure economy, efficiency and effectiveness but at the time of presentation were awaiting the Pension Auditor's Opinion. This was received and the accounts were signed off by the Chair and Treasurer in Nov 2020.	Karen Winter	Oct 2020

**CSP3:** Our asset management planning will continue to provide 'fit for purpose' assets to support improved efficiency and effectiveness in service provision

Action	Lead	Date
<b>CSP3.1: review Asset Management Plan (AMP)</b> The AMP has been reviewed and has resulted in a new rolling 15 Year Plan in relation to the Authority's Fleet, Equipment, ICT and Estates assets commencing 2021/22. This was considered at ELT on 25 <sup>th</sup> Nov 2020. The Treasurer has assessed the funding requirements for the Plan and included these within the MTFS.	Karen Winter	Dec 2020
<b>CSP3.2: implement 2020/21 Asset Management Plan</b> The majority of the projects set out in the Asset Management Plan 2020/21 were completed in 2020/21 – some projects were delivered three months behind schedule because of the COVID pandemic (completion of the training facilities and refurbishment of Stockton fire station). The procurement of the fire appliances has also been delayed for the same reason; however the chassis are now procured and body building has commenced and will continue into 2021/22.	Karen Winter	Dec 2020
<b>CSP3.3: complete complex on Queen's Meadow Business Park</b> ELT has approved a review of foam facilities on the QMC Complex to increase the current foam capacity for operational and training purposes. This will be completed by Mar 2021 and the solution may require further building work on the QMC. Once the outcomes of the Review are known and any associated works are complete, final landscaping activities will take place. This will be rolled over in the Asset Management Plan.	Karen Winter	Mar 2021
<b>DSP3.4: review stores procedure notes to reflect any changes to the processes used to issue, replace and dispose of uniform</b> The Technical Services teams have commenced work on this procedure note.	Karen winter	Sep 2020

**CSP4:** We will develop our arrangements to reduce our carbon emissions and tackle the impact of climate change on our operations

Following discussions with CFO on 24<sup>th</sup> Nov 2020 the improvement priorities that are required relating to the environment will emanate from the Vision, Strategic Planning and CIRMP activity scheduled for 2021/22. Therefore this priority in its current form is no longer required and will be included in the 2021/22 Internal Operating Plan.

Action	Lead	Date
<b>CSP4.1: identify the risks associated with Climate Change</b> Work is underway as part of risk analysis for CIRMP.	Karen Winter	Sep 2020
<b>CSP4.2: establish a Climate Change Strategy</b>	Karen Winter	Mar 2021

<b>CSP5:</b> The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 will be included within our strategic planning arrangements		
Action	Lead	Date
<b>CSP5.1:</b> influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 regarding the role of the FRS and those who work in them.	Ian Hayton	Mar 2021
<b>CSP5.2:</b> influence and support the work of the Home Office through the Chief's work on the National Fire Chief's Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 regarding the reform of pay negotiations and the 'Grey Book'.	Ian Hayton	Mar 2021
<b>CSP5.3:</b> influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations.	Ian Hayton	Mar 2021
<b>CSP5.4:</b> as per HMICFRS Recommendation 3, consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority's Scheme of Delegation.	Ian Hayton	Mar 2021
The above actions depend on national outcomes and to date none have been received – therefore they will be carried forward into 2021/22.		
<p><b>CSP5.5:</b> influence and support the work of the National Fire Chief's Council (NFCC) by participating in any relevant consultations in relation to HMICFRS Recommendation 4 regarding a Code of Ethics</p> <p>In initial feedback to HMICFRS, both the NFCC and the LGA indicated the potentially inadvertent difficulty in imposing a single prescriptive code, with no local flexibility, upon FRAs and FRSs. They advised that there should be recognition that most services have an established ethical framework, and where these are well embedded, the culture has improved, compared with FRSs that had not embedded such frameworks.</p> <p>Accordingly, work to respond to the recommendation has therefore focused on a Core Code of Ethics (Core Code), which reflects best practice principles and has been designed to underpin the way FRAs and FRSs serve their communities, carry out their roles and work together. It is intended to become the common foundation across all services in England. However, to recognise the differing positions within FRSs currently as well as differing governance arrangements, it has been written as a Core Code. This means that whilst all the principles within the Core Code should be adopted and embedded within each FRS, it also has the flexibility to add to (but not detract from) those principles at local level. This will help local FRA/FRS to reflect their local values, behaviours, and governance arrangement.</p> <p>Consultation on the draft Core Code of Ethics ran from 5th Oct to 2nd Nov 2020 and a response was sent from Cleveland Fire Authority.</p> <p>At the same time the Fire Standards Board consulted on a related Core Code of Ethics Fire Standard for FRSs going forward; again a response was provided.</p> <p>This project is now complete and once the final Code and Standard is issued we will assess the implications for the Authority and its Brigade against existing arrangements.</p>	Ian Hayton	Mar 2021

<b>DSP1: Our HMICFRS Inspection preparations will ensure no surprises</b>		
Action	Lead	Date
<b>DSP1.1: prepare a HMICFRS Inspection Programme for Cleveland Fire Brigade</b> A High Level Project Plan was approved by ELT on 20 <sup>th</sup> December 2020 and included activity relating to data, document retrieval, the production of the self-assessment; and pre, during and post inspection communications.	Karen Winter	Dec 2021
<b>DSP1.2: refresh the Brigade's Self-Assessment</b> As a result of COVID CFB's inspection was re-scheduled to Spring 2022. Preparations for the Brigade's Inspection will now therefore take place throughout 2021/22.	Karen Winter	Mar 2022

<b>DSP2: Our business continuity arrangements will be reviewed to ensure robust service delivery</b>		
Action	Lead	Date
<b>DSP2.1: review Business Continuity Plan programme and commence testing</b> A three year programme of testing has been implemented and is being delivered. The following actions have been completed: <ul style="list-style-type: none"> <li>all testing and auditing scheduled for 2020 has been completed with action plans in place for improvement where necessary</li> <li>all station plans have been reviewed by District Managers and uploaded in electronic format</li> <li>all Departmental plans have been reviewed and uploaded in electronic format</li> <li>draft Policy and framework documents are in development</li> <li>Covid 19 specific business continuity plans produced and reviewed</li> <li>Major Incident Plan reviewed</li> </ul> Work scheduled for 21/22 includes: <ul style="list-style-type: none"> <li>reformatting all plans into a single, digitally enabled format</li> <li>reviewing a the range of reasonably foreseeable event plans</li> <li>incorporating continual learning from the Covid-19 pandemic</li> <li>delivery of business continuity training to all managers involved in the process</li> <li>embedding revised arrangements</li> </ul>	Carl Boasman	Mar 2021

<b>DSP3: Key documents and policies support the best decision making</b>		
Action	Lead	Date
<b>DSP3.1: review sickness absence management policy and procedure</b> The Sickness Absence Management Policy and Procedure was reviewed taking account of the outcomes from the Health and Wellbeing Strategy Review. The Policy has not changed fundamentally and the procedure has been updated to include wider support to people with disabilities and long term illnesses; give clarity to the processes of sickness management and include the procedures surrounding 'tracker' systems that have been implemented for sickness absence. The Policy and Procedure was agreed by ELT on 25 <sup>th</sup> Aug 2020 and Trade Unions were consulted on changes. The document was implemented on 1 <sup>st</sup> Oct 2020.	Karen Winter	Nov 2020
<b>DSP3.2: review substance misuse management policy and procedure</b> The Substance Misuse Management Policy and Procedure was reviewed with minor amends relating to gender neutrality and the inclusion of a process flow diagram. It was approved by ELT on 21 <sup>st</sup> Jul 2020 and copies forwarded to the FBU and Unison.	Karen Winter	Aug 2020

<b>DSP3.3: review health and fitness policy</b> The Health and Fitness Policy and Procedure was reviewed with minor amends relating to gender neutrality and changes to six monthly and Incident Command testing. It was approved by ELT on 21 <sup>st</sup> Jul 2020. Following consultation with FBU and Unison the document was implemented on 1 <sup>st</sup> Sep 20.	Karen Winter	Sep 2020
<b>DSP3.4: review recruitment, selection, promotion policy</b> In Feb 2020 the ACFO SPR sought feedback from staff on the existing policy; this has been used within the first review of the document which was approved by ELT on 9 <sup>th</sup> Mar 2020. The remainder of the Review is now to be incorporated into the wider piece of work on Talent Management for 2021/22.	Karen Winter	Nov 2020
<b>DSP3.5: establish a programme of Local Agreement reviews</b> The Brigade's Local Agreements have been scheduled into a Programme for Review with relevant Representative Bodies over the next four years. The Programme has been approved by ELT on 10 <sup>th</sup> November 2020 and will be monitored through the Brigade's performance management arrangements (Quarterly Reports to ELT on Key Document Framework)	Karen Winter	Mar 2021
<b>DSP3.6: review re-employment following retirement policy</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	Karen Winter	Mar 2021
<b>DSP3.7: review equality impact assessment policy</b> The Brigade's Equality Impact Assessment Policy and Procedure was fundamentally reviewed and approved by ELT on 26 <sup>th</sup> May 2020. It has now been re-titled People Impact Assessment to reflect the need to consider the wider 'people' implications. FBU and Unison were provided with the new policy in May 2020.	Karen Winter	May 2020
<b>DSP3.8: review family friendly policy</b> The Brigade's Family Friendly Policy and Procedure no 35 was fundamentally reviewed and approved by ELT in April 2020. Following consultation with FBU and Unison the document was added to the key document framework in May 2020.	Karen Winter	May 2020
<b>DSP3.9: review work placement policy</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	Karen Winter	Mar 2021
<b>DSP3.10 review Grievance Procedure to ensure the fairness and consistency of informal resolutions or learn from any trends</b> This action will be incorporated into the review of the overall Grievance Policy scheduled for Apr 2021	Karen Winter	Mar 2021
<b>DSP3.11: review career break policy and procedure</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	Karen Winter	Jan 2021
<b>DSP3.12: review data protection policy and procedure</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	Karen Winter	Mar 2021
<b>DSP3.13: review fire safety enforcement policy</b> The review has been completed and a revised policy was approved by ELT on 21 <sup>st</sup> July 2020.	Carl Boasman	Sep 2020



<b>DSP3.14: review fire safety general service standards</b> The review has been completed and the fire safety general standards were not changed as agreed by ELT on 21 <sup>st</sup> July 2020.	<b>Carl Boasman</b>	<b>Nov 2020</b>
<b>DSP3.15: review flexible working policy</b> The Flexible Working Policy and Procedure was reviewed and minor amendments were made in relation to the roles and responsibilities to reflect the new senior structure. It was approved by ELT in April 2020 and a revised copy was provided to the Representative Bodies.	<b>Karen Winter</b>	<b>Sep 2020</b>
<b>DSP3.16: review of freedom of information policy and procedure</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.17: review all information compliance policies</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.18: review information governance policy</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.19: review all information security policies</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.20: review record management policy</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.21: review RIPA policy</b> Work has commenced on reviewing this policy and it is anticipated that it will be fully completed by Apr 2021; therefore it continues into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>DSP3.22: review secondment policy</b> The Secondment Policy and Procedure was reviewed in Nov Dec 2020 and minor amends were made in relation to update of job titles. It was also put into new format. The document was approved by ELT in Dec 2020 and the Key Document Framework was updated.	<b>Karen Winter</b>	<b>Mar 2021</b>

## Safer, Stronger Communities Priorities

**CSSC1:** Fire protection will be enhanced through the use of new professional standards, a new competence framework and training for our firefighters and specialist protection staff

Action	Lead	Date
<b>CSSC1.1: implement new professional standards and a competence framework for business safety</b> On 26 <sup>th</sup> May 2020 ELT approved the adoption of the National Fire Chiefs' Council Competency Framework for Business Fire Safety Regulators. It was acknowledged that the requirements of the Framework would take up to eighteen months to achieve. It was also agreed that support for implementation would be provided through the Brigade's Organisational Assurance team and that a Peer Review would be considered after implementation.	Carl Boasman	Oct 2020

**CSSC2:** Risk based business safety will be targeted to those higher risk buildings in our community to demonstrate the most efficient and effective use of resources

Action	Lead	Date
<b>CSSC2.1: review and implement the Brigade's risk based inspection programme</b> A fundamental review of the Brigade's Risk Based Inspection programme has been completed and approved by ELT on 1 <sup>st</sup> October 2020. It will be implemented on 1 <sup>st</sup> Apr 2021 and evaluated in 2022.	Carl Boasman	Sep 2020

**CSSC3:** Our Arson Reduction multi-agency approach of Prevent, Protect, Prepare and Pursue will reduce the incidents of arson within our communities

Action	Lead	Date
<b>CSSC3.1: implement year 1 of our Arson Reduction Strategy</b> The approved arson reduction strategy is in place and an action plan for delivery is currently in progress. A key element of the strategy is working within district based Safer Partnerships, which is being led by local Station Managers. The work will continue into 2021/22.	Carl Boasman	Mar 2021

**CSSC4:** Fire Safety Activity will be enhanced to focus on those most vulnerable in our community to demonstrate the most efficient and effective use of resources

Action	Lead	Date
<b>CSSC4.1: improve the stratification of risks associated with the most vulnerable people in our communities</b> A comprehensive Community Risk Profile was approved by ELT in October 2020 and this will be used to support the targeting of our prevention work.	Karen Winter Carl Boasman	Sep 2020

<p><b>CSSC4.2: review the prevention targeting methodology for allocating resources to risk and re-design the service offer to communities.</b></p> <p>Work continues on the basis of our Community Risk Profile. A Safer Homes Framework is under development, which will set out how we target the most vulnerable and what services we will offer. A dedicated Safer Homes Steering Group has been established and our partner referral process had been refined to provide more targeted referrals.</p> <p>An online facility for safer homes self-assessments has been implemented on our website and is generating referrals from digitally connected community. We have also introduced a telephone assessment process for those who are not digitally connected. A paper based self-assessment is also under development for any household to complete when we cannot gain access.</p> <p>Work will continue into 2021/22.</p>	Carl Boasman	Feb 2021
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<b>CSSC5: Embedding the National Marauding Terrorist Attack Strategy will enhance our response to terror related incidents</b>		
Action	Lead	Date
<p><b>CSSC5.1: implement policy, procedures and training relating to the National MTA Strategy</b></p> <p>The relevant policies, procedures and training have been implemented and delivered across the Brigade. Arrangements are in place to carry out multi-agency exercises and ensure that staff competence is maintained.</p>	Carl Boasman	Jan 2021

<b>DSSC1: Our Unwanted Fire Signal (UWFS) Policy will ensure the most efficient use of resources</b>		
Action	Lead	Date
<p><b>DSSC1.1: evaluate the Unwanted Fire Signal Pilot Study</b></p> <p>The existing UWFS Strategy commenced in October 2017 and was reviewed in March 2019 to evaluate its effectiveness. As part of that report a number of options were considered by ELT to further develop the strategy.</p> <p>The preferred option resulted in the instigation of a trial in April 2019 which expanded the operations of the UWFS Policy in terms of timeframes and days. The objective of the trial was to build on the existing improvements demonstrated over the previous 18 months.</p> <p>As a direct result of the trial we have seen further reductions in the number of AFAs we attended in 2019/20 from the previous year 31 (6%), however, this is significantly attributed to the widening of the operating timescales, which saw 139 calls challenged within the additional times attributed to the trial.</p> <p>Therefore the study concluded that the UWFS Policy adopted through the trial period was successful, delivering significant safety and efficiency improvements.</p>	Carl Boasman	May 2020

<p><b>DSSC1.2: review the Brigade's Unwanted Fire Signal Policy and Procedure in light of our consultation on charges</b></p> <p>In addition to the implementation of the trial a consultation has been undertaken following the previous impact assessment, on the introduction of cost recovery for attending AFAs where no fire exists and the premises has reached the poor performance threshold. There was a very good level of engagement with the local community, both businesses and residents on this matter: 1,021 people engaged through social media and a further 292 responded directly or indirectly to our survey. We saw overwhelming support through social media of around 94% and strong support 68% from those responding to our survey for the recovery of costs.</p> <p>Potential improvements have been identified and have been considered and approved by ELT on 26<sup>th</sup> May 2020. The following have been approved:</p> <ol style="list-style-type: none"> <li>1. the introduction of the Brigade's UWFS strategy 24hrs a day on an 12 month trial basis</li> <li>2. the recommendation to the CFA of the adoption of cost recovery for attendance at UWFSs</li> </ol> <p>The trial is to commence with immediate effect. The CFA approved the revised UWFS Policy including cost recovery on 26<sup>th</sup> Oct 2020.</p>	Carl Boasman	Mar 2021
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<b>DSSC3: Our rescue capability will be 'fit for purpose'</b>		
Action	Lead	Date
<p><b>DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery</b></p> <p>This review is in the final stages and will be presented to ELT before 31<sup>st</sup> March. The review proposes four options:</p> <ol style="list-style-type: none"> <li>1. continue with the existing arrangements</li> <li>2. enhanced Line Rescue and Bariatric capability delivered by Coulby Newham and Middlesbrough Fire Stations'</li> <li>3. re-locate enhanced Line Rescue and Bariatric capability to Middlesbrough Fire Station</li> <li>4. Line Rescue capability to be withdrawn from CFB, but Bariatric capability maintained and enhanced</li> </ol> <p>The options for improvement are based on improving resilience and capability in this area of operational activity. Work will continue into 2021/22 and will be completed by Apr 2021.</p>	Carl Boasman	Feb 2021

<b>DSSC4: Our operational policies and guidance will reflect best practice</b>		
Action	Lead	Date
<p><b>DSSC4.1: continue to implement our Year 2 and Year 3 actions within our National Operational Guidance Programme</b></p> <p>A review of the Incident Command NOG has been undertaken and the outcomes from this along with Environmental Protection suite of products have been implemented. The Transport NOG (RTC, rail and marine) are due to be released by end of March. A full review of the BA foundation NOG will be fully implemented in 2021/22.</p>	Karen Winter	Mar 2021

**DSSC5: Our prevention, protection and emergency response services will continue to make a positive difference to the safety of our communities**

Action	Lead	Date
<p><b>DSSC5.1: implement our Year 2 actions within our Community Safety Strategy</b></p> <p><b>Safer Homes:</b> We have been working to consolidate our various assessments delivered as part of our safer homes activities. We have developed a Person Centred, smart, digital assessment tool that will drive improvements in our effectiveness. Trial feedback is now being incorporated and full roll out scheduled for April 2021. The Community Risk Profile directs our prevention work and we now offer a streamlined safer home assessment, which integrates the principles of 'making every contact count' and more efficient onward referrals to partner agencies.</p> <p><b>Safer Buildings:</b> A revised Risk Based Inspection programme (RBIP) will be implemented in April 2021. Premises which present the highest risk will be audited and inspected more frequently. Premises considered to be lower risk will be audited primarily in response to complaints, following incidents or on a targeted basis to verify their lower risk classification and to confirm that the responsible persons are complying with their statutory duty to comply with the requirements of fire safety law. To support this, a revised competency framework for Fire Engineering staff is also being implemented. The way which we gather operational risk information, engage with business owners and manage unwanted fire signals has been improved as part of the strategy.</p> <p><b>Safer Roads:</b> We have continued our multi-agency commitment to road safety within Cleveland through the Cleveland Strategic Road Safety Partnership and Delivery Group. We have improved data capture and analysis to direct the Partnership Road Safety Plan. CFB are now a 'Driving for Better Business' member having completed our organisational assessment. We are promoting this in partnerships and all our engagement with businesses and in road safety education arenas. We have enhanced our Road Safety education and widened delivery capability to all our stations for local delivery. Our Annual Road Safety Plan sees local national and international campaigns supported directly or indirectly, and are included in our annual external Communications Calendar.</p> <p><b>Safer Neighbourhoods:</b> We have developed and introduced a suite of Safeguarding arrangements and procedures, developing staff across the organisation. Our arrangements have been independently assured and found to be excellent with four areas of 'Best Practice' and three areas of 'Good Practice' highlighted for partner agencies. Our Safeguarding arrangements have also contributed to Procurement process development ensuring Modern Day Slavery is included in procurement supply chains. Our Wholtime Fire Stations are designated 'Safe Places' improving community access facilities for the more vulnerable in our communities. The Arson Reduction Strategy has been implemented locally and nationally. The action plan has been progressed and all four Local Authorities signed up to reducing arson. This is being achieved through the Safer Partnership, who are developing local multiagency plans with District Managers.</p> <p><b>Safer High Hazard Industries:</b> We have enhanced our operating processes, procedures and exercising arrangements. This included expanding the scope of premises we have pre-assessed and established Emergency Response Plans for. This ensures that risk critical information is available internally and externally with neighbouring brigades. Emergency Response Plans have been reviewed for all Control of Major Accident Hazard (COMAH) and High Hazard Industry sites.</p>	Carl Boasman	Mar 2021

<b>Improving Community Health:</b> The development of our Safer Homes Assessment and person centred approach to risk reduction has incorporated onward referrals that contribute towards Making Every Contact Count. We have redeveloped the Brigade medical provision by introducing a new first aid qualification for operational crews. In addition we are developing the reintroduction of Co-responder throughout East Cleveland in conjunction with NEAS.		
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## **Efficient Use of Resources Priorities**

<b>CUOR1:</b> A collaboration and partnership framework will strengthen the governance and benefit realisation of partnership and collaborative arrangements		
Action	Lead	Date
<b>CUOR1.1: develop a collaboration and partnership framework</b> Work has commenced on this project and a draft digital framework is under-development – the work will continue into 2021/22 with a view to sign off the Framework by May 2021.	Karen Winter	Mar 2021
<b>CUOR1.2: implement the collaboration and partnership framework including further development of a Partnership Register</b>	Karen Winter	Mar 2022

<b>CUOR2:</b> Continued collaboration with others in the provision of front-line services will further improve the efficient and effective use of resources		
Action	Lead	Date
<b>CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities</b> This is in progress and the four regional Fire and rescue Services meet every two months as part of the Strategic Operational Regional Response Group. Collaboration opportunities are kept under constant review, which includes the provision of mutual aid. ACFO CP is leading on a regional project to identify shared operational resources. Work will continue into 2021/22	Carl Boasman	Mar 2021

<b>CUOR3:</b> The optimum use of human resources will be realised through improved staff productivity		
Action	Lead	Date
<b>CUOR3.1: explore opportunities to increase capacity through a review of firefighter productivity</b> A review of the productivity metrics is in progress which will align to new procedures around operational intelligence gathering, safer homes visits and business fire safety work. A monitoring tool is being developed which will report productivity at a watch level for 21/22. Work will therefore continue into 2021/22	Carl Boasman	Mar 2021

<b>CUOR4: Workforce patterns will be improved to increase productivity and appliance availability</b>		
Action	Lead	Date
<b>CUOR4.1: review Operational Whole-time Duty System</b> This review is in progress and will continue into 2021/22.	Carl Boasman	Feb 2021
<b>CUOR4.2: review Flexi Duty System</b> Due to COVID-19 work pressures it was agreed by ELT on 26 <sup>th</sup> Jan 2021 that this project be c/fwd to 2021/22.	Carl Boasman	Feb 2021
<b>CUOR4.3: review Retained Duty System</b> This review is in progress and will continue into 2021/22.	Carl Boasman	Feb 2021

<b>CUOR5: In line with our Review Programme, enabling services will be more efficient and effective through seeking collaboration with others</b>		
Action	Lead	Date
<b>CUOR5.1: review the Brigade's Insurance Services</b> The Brigade's Insurance includes a brokering service, insurance provision, administration and claim handling. The insurance provision covers employers' liability, public liability, property, motor, engineering, fidelity guarantee, business and travel and small craft. The insurance is for 3 <sup>rd</sup> Party cover and is supported through the establishment of a reserve fund. Currently the brokering, admin and claims handling services are carried out by MBC and the insurance is provided by Zurich. Insurance co-ordination is carried out by the Brigade's Head of Finance and Procurement; claims handling work is supported by the Brigade's Health and Safety team. At the end of 2019 an opportunity arose to explore an alternative provision of insurance services (FRIC) and in order to facilitate this opportunity the CFA Exec on 6 <sup>th</sup> March 2020 extended the existing service for two years until March 2022. This review will now be moved into 2021/22.	Karen Winter	Mar 2021
<b>CUOR5.2: review the Brigade's Occupational Health Services</b> Following a joint procurement exercise with Co Durham and Darlington and Tyne and Wear FRSS to secure value for money in both procurement arrangements and service provision a new Occupational Health Service was secured and approved by the CFA Executive on 22 <sup>nd</sup> Jan 2021. The new service will commence with effect from 1 <sup>st</sup> April 2021.	Karen Winter	Mar 2021
<b>CUOR5.3: review the Brigade's Financial Management Services</b> The Brigade has a Service Level Agreement with Hartlepool Borough Council and an in- house team that currently deliver this service. It includes: Payroll, internal audit, income collection, payment of accounts; accounting and financial management; VAT and tax accounting; levying of precepts; cash flow management; Treasury management and financial advice services. A baseline review is currently in progress and this will be concluded by Apr 2021; work will progress into 2021/22 with a view of securing a service provision by Jan 2022.	Karen Winter	Mar 2021
<b>CUOR5.4: review the Brigade's Administrative Services</b> These services are specific to CFB i.e. supporting Senior and Principle Officers of CFB and acting as first point of contact to visitors at CFB Queen's Meadow Complex. A baseline review is currently in progress and this will be concluded by Apr 2021; work will progress with a view to securing in-house efficiencies by Aug 2021.	Karen Winter	Mar 2021

<b>CUOR5.5: review the Brigade's Community, Partner and Staff Engagement Services</b> This Review has commenced and will continue into 2021/22.	<b>Carl Boasman</b>	<b>Mar 2021</b>
<b>CUOR5.6: review the Brigade's Democratic Services</b> The Fire Authority was established in 1995 in line with the Cleveland Fire Service Combination Order 1995 and LG Act. Whilst there is no legal requirement to have a Democratic Services team the Authority requires service support. This includes: ensuring that legislative and constitutional arrangements are taken into account in the preparation and servicing of the Fire Authority's meetings; and providing administration to Elected Members. Over the last two years there has been new service requirement to support the CFA/Scheme Manager in meeting its legal duty to establish a Firefighters' Pension Scheme Board. A baseline review is in progress and will be concluded by Apr 2021; work will progress into 2021/22 with a view to securing in-house efficiencies by Aug 2021.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>CUOR5.7: review the Brigade's Security Services</b> An options report was presented to ELT on 10 <sup>th</sup> November 2020 and it was agreed that an open competitive tendering exercise should be the preferred option for procuring the future provision of Security Services. The outcomes from the tender exercise are going to the Executive Committee on 5 <sup>th</sup> Mar 2020 for consideration.	<b>Karen Winter</b>	<b>Sep 2020</b>
<b>CUOR5.8: review the Brigade's Mechanical and Electrical maintenance Services</b> This Review related to the provision of planned Mechanical and Electrical maintenance of buildings, plant and equipment including:  <b>Mechanical</b> Gas Boilers, Gas Installations Testing, Pumps, Pressure Units, Automatic Controls , Plumbing and Sanitary Equipment, Plant and Equipment, Pipework Systems, Convector Heating, Sink Taps and TMV, Hot and Cold Water, Legionella, Showers, Tea Boilers, Extract Fans and Grilles, Heat Recovery, Closed Systems, Air Conditioning and Air Handling.  <b>Electrical</b> Inspecting main electrical DB's, Distribution Equipment, General and Emergency Lighting, Lighting Protection, Small Power, Alarm Calls, Generators and UPS. Following options appraisals including the exploration of joint procurement exercises with other FRSs and Emergency Services a tender exercise was progressed and awarded to a local Company for 3 years plus the possibility of a two year extension depending on service quality. The contract runs from August 2020. As well as the contract being slightly cheaper than that of the previous provider the service specification is written to focus on the maintenance of particular items of plant and equipment rather than a general maintenance contract as per previous service. This gives better value for money.	<b>Karen Winter</b>	<b>Aug 2020</b>
<b>CUOR5.9: review the Brigade's Catering Services</b> An initial review has commenced and will continue into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>
<b>CUOR5.10: review the Brigade's Ground Maintenance Services</b> An initial review has commenced and will continue into 2021/22.	<b>Karen Winter</b>	<b>Mar 2021</b>



<b>CUOR6: Information and Communication Technology will provide enhanced efficiency and effectiveness in service provision</b>		
<b>Action</b>	<b>Lead</b>	<b>Date</b>
<p><b>CUOR6.1: progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs</b></p> <p>Work on the programme over the last year has included trials on the internal coverage within Brigade buildings and work relating to the 'Vehicle Solution Working Group (CFB is the representative of the NE Regional FRSS). Switch over from Airwave to the Emergency Services Network is now expected to take place during 2022/23 and work will continue into 2021/22.</p>	Karen Winter	Mar 2021
<p><b>CUOR6.2: in collaboration with CDFRS produce an options appraisal to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision</b></p> <p>Work has commenced on this project and it will continue into 2021/22.</p>	Carl Boasman Karen Winter	Mar 2022
<p><b>DUOR6.1: implement Year 2 of the Brigade's ICT Strategy</b></p> <ul style="list-style-type: none"> <li>• Following trials at Middlesbrough and Hartlepool Fire Stations, mobile tablets have been placed on all fire appliances for the recording and provision of information in relation to Safer Homes visits</li> <li>• The new enhanced Safer Homes mobile application has been developed and is undergoing trials at Middlesbrough and Hartlepool Fire Stations</li> <li>• Development of the new digital business platform has commenced</li> <li>• The Brigade's Technical Fire Safety System has been upgrade to v6.3</li> <li>• The new Home Office security systems for interfacing the Brigade's to the existing national Incident Recording System has been implemented</li> <li>• Upgraded Mobile Data Terminals have been installed on all front line appliances</li> <li>• Cyber security enhancements are completed. Email filtering moved to the cloud.</li> <li>• New technology 'fit outs' have taken place on re-furbished fire stations (Loftus, Guisborough and Stockton)</li> <li>• New FireServiceRota system rolled out for Retained rostering</li> <li>• Stockton Fire Station telephony upgraded to SIP as pilot prior to BT ISDN/PSTN withdrawal by 2025.</li> <li>• Office 365 rollout in progress. TEAMS in use throughout Brigade. Development of performance indicator dashboards using Power BI software in progress</li> <li>• Rolled out Body Worn Cameras to front line crews</li> <li>• Data share arrangements finalised with South Tees NHS; and all Teesside Borough Councils</li> <li>• Implemented a Dynamic Mobilising coverage dashboard to enhance response and mobilisation times</li> <li>• Internal Audit on GDPR compliance</li> <li>• Formal information security accreditation for NCSC Cyber Essentials Application</li> <li>• New ICT Service Desk system developed and rolled out</li> </ul>	Karen Winter	Mar 2021

<b>DUOR6.2: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment</b> Work has commenced on this project including discussions and meetings with Hartlepool Borough Council; familiarisation training with system supplier, data cleanse and new stock codes; it will continue into 2021/22	Karen Winter	Jun 2021
<b>DUOR6.3: procure a Human Resource Information System to improve workflow; and data collection and monitoring</b> Whilst this project started out with a view of procuring one single system to collate and process operational rota and HR data and information it became clear as the project progressed that there was no one such all-encompassing single solution. As a result the project was re-defined to procure two specialist systems to meet the Brigade's requirements. The procurement process completed in Jan 2021 with the CFA's Executive Committee approval of the procurement of a HR Information System and an Operational rota system. In consultation with stakeholders implementation of the systems will commence in Feb 2021.	Karen Winter	Mar 2021

<b>DUOR1: Value for money in the procurement of goods, services and works will be achieved through enhanced contract management and greater collaboration</b>		
Action	Lead	Date
<b>DUOR1.1: implement Year 2 of the Brigade's Procurement Strategy</b> <ul style="list-style-type: none"> <li>future procurement work plans have been reviewed and exchanged across four NE FRSs with a view to seeking collaborative procurement opportunities; in 2020/21 the procurement of the Occupational Health Services was an example of this in practice</li> <li>exchange of best practice continues to take place through regional FRS working group</li> <li>established more robust and prioritised contract management arrangements with the Brigade's central procurement team managing those contracts that deemed high priority</li> <li>in line with our Equality objective 'Positive Procurement Power' we have mainstreamed equality considerations into the terms and conditions of our contracts to ensure suppliers meet their legal obligations under Equality Act 2020 and our procurement processes e.g. contract monitoring and management; and equality reporting to ELT</li> <li>in line with our Equality objective 'Positive Procurement Power' we have mainstreamed equality considerations into our procurement processes e.g. an equality section has been added to invitation to tender template that is to be completed by the budget holder and Procurement Manager prior to any procurement activity</li> <li>procurement training has been provided to budget holders reflecting the Authority's contract procedure rule</li> <li>procurement activity has been approved through the Brigade's Procurement Contract Clinic and regularly reported to ELT and the Fire Authority's Executive Committee, with tenders of significant value (as set out in contract procedure rules) being approved by the Executive Committee.</li> <li>a new electronic platform (Blue Light Emergency Services) is established to track tender activity</li> <li>increased procurement activity has been undertaken to support business continuity in front line emergency services e.g. the procurement of PPE, ICT – we have managed our risks relating to suppliers of critical equipment and services during COVID through proactive engagement and regular communications</li> </ul>	Karen Winter	Mar 2021

## **Proud, Passionate, Professional and Inclusive Workforce Priorities**

**CPPPIW1:** Our Leadership Framework clearly sets out a suite of values, expectations and behaviours which everyone can promote and support. It is the basis on which the Brigade and its employees operate

Action	Lead	Date
<p><b>CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary</b></p> <p>In initial feedback to HMICFRS, both the NFCC and the LGA indicated the potentially inadvertent difficulty in imposing a single prescriptive code, with no local flexibility, upon FRAs and FRSs. They advised that there should be recognition that most services have an established ethical framework, and where these are well embedded, the culture has improved, compared with FRSs that had not embedded such frameworks.</p> <p>Accordingly, work to respond to the recommendation has therefore focused on a Core Code of Ethics (Core Code), which reflects best practice principles and has been designed to underpin the way FRAs and FRSs serve their communities, carry out their roles and work together. It is intended to become the common foundation across all services in England. However, to recognise the differing positions within FRSs currently as well as differing governance arrangements, it has been written as a Core Code. This means that whilst all the principles within the Core Code should be adopted and embedded within each FRS, it also has the flexibility to add to (but not detract from) those principles at local level. This will help local FRA/FRS to reflect their local values, behaviours, and governance arrangement.</p> <p>Consultation on the draft Core Code of Ethics ran from 5th Oct to 2nd Nov 2020 and a response was sent from Cleveland Fire Authority.</p> <p>At the same time the Fire Standards Board consulted on a related Core Code of Ethics Fire Standard for FRSs going forward; again a response was provided.</p> <p>This project is now complete and once the final Code and Standard is issued we will assess the implications for the Authority and its Brigade against existing arrangements.</p>	Karen Winter	Mar 2021

**CPPPIW2:** Talent will be identified and supported through our individual performance management arrangements and leadership and management development frameworks

Action	Lead	Date
<p><b>CPPPIW2.1: establish a talent management scheme</b></p> <p>A Talent Management Scheme is being designed by the NFCC; and it is important that the Brigade takes cognisance of the outcomes from this national work and expertise. Therefore this project will continue into 2021/22</p>	Karen Winter	Mar 2021
<p><b>CPPPIW2.2: explore the use of accelerated career development</b></p> <p>This work will be considered in line with 'talent' project and therefore will be c/fwd into 2021/22</p>	Karen Winter	Mar 2021

<b>CPPPIW3: Building career paths will encourage a breadth of experience and a depth of expertise</b>		
Action	Lead	Date
<b>CPPPIW3.1: explore a direct entry scheme</b> This work will be considered in line with 'talent' project and therefore will be c/fwd into 2021/22	Karen Winter	Mar 2021
<b>CPPPIW3.2: develop an organisational Succession Plan</b> This work will be considered in line with 'talent' project and therefore will be c/fwd into 2021/22	Karen Winter	Mar 2021

<b>CPPPIW4: We continuously strive to create a working environment that makes Cleveland Fire Brigade a great place to work. An inclusive culture is at the heart of this. A review of our employment activities will further improve the diversity of people across our workforce; and continue to make us an Employer of Choice</b>		
Action	Lead	Date
<b>CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity</b> Work has been undertaken as part of CIRMP risk analysis. A workforce profile report has been produced and we have now identified a need to capture this on to the Brigade's new digital platform in order to maintain real-time information on both community and workforce profiles – this will therefore continue into 2021/22.	Karen Winter	Oct 2020
<b>CPPPIW4.2: establish a strategy and improvement plan that builds upon existing employment model to support increased diversity across the workforce</b> We have developed a new framework for Positive Action that includes an identification of the under-represented groups in the existing workforce, approaches to target those groups; and recruitment campaign criteria to capture and evaluate the effectiveness of individual campaigns. A Positive Action Recruitment Team (PART) has been established to co-ordinate activities.	Karen Winter	Mar 2021
<b>DPPIW4.1: implement Year 3 actions within the Equality, Diversity and Inclusion Strategy</b> <ul style="list-style-type: none"> <li>• Transguidance for managers and staff published May 2020</li> <li>• Public Sector Equality Duty Report was published in Sep 2020</li> <li>• On 12<sup>th</sup> Nov 2020 the Brigade received confirmation that we were accredited Disability Confident Leader status and this is valid until 9<sup>th</sup> Nov 2023.</li> <li>• Cultural Survey undertaken by Northumbrian University; outcomes feedback to staff and improvement plan established</li> <li>• Revised equality impact assessment process. 'People Impact Assessment' training delivered to all managers and is included as part of induction training for staff on <a href="#">entry into the Brigade</a> and promotion</li> <li>• EDI objectives incorporated into the annual personal development review process</li> <li>• As Policy/Procedures update ensured terminology is 'gender neutral'</li> <li>• Developed a 'Positive Action Framework'. Established Positive Action Recruitment Team (PART) and Positive Action Recruitment Plans</li> <li>• Established staff networks; Women, Disability, BAME, LGBT+</li> </ul>	Karen Winter	Mar 2021

<p><b>DPPIW4.2: identify any areas for improvement from the outcomes of the external research study, 'Measuring and Improving Workplace Culture in the Cleveland Fire Brigade,' which was carried out by a team from Newcastle Business School, Northumbria University, from April 2019 to January 2020</b></p> <p>The Cultural Report, received in March 2020, has been discussed with Trade Unions and communicated with staff via the Brigade's Communications Forum and staff newsletter. It has been made available to staff on the Brigade's Intranet site and they have been encouraged to provide views and feedback on the Report.</p> <p>ELT has considered the findings and recommendations from the Survey. Pleasingly most of the areas for improvement are already captured in existing priority work that staff are encouraged to get involved with; new areas will be added to our priorities in 2021/22 to ensure we can support our ambition of making CFB – A Greta Place to Work'.</p>	Ian Hayton	Oct 2020
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<p><b>DPPPIW1: We will manage performance and develop leaders by using a career pathway aligned to professional qualifications and new national standards, apprenticeships, talent management and direct entry schemes</b></p>		
Action	Lead	Date
<p><b>DPPIW1.1 implement Year 2 of the Brigade's Leadership and Management Strategy</b></p> <p>Year 2 actions have been completed and include:</p> <ul style="list-style-type: none"> <li>established the career pathway which is aligned to core learning pathway of NFCC</li> <li>training of workforce mentors which is a collaborative approach with Cleveland Police</li> <li>implemented apprenticeships for all levels in leadership and management</li> <li>embedded values and behaviours into electronic personal development recording systems and annual personal development reviews</li> </ul>	Karen Winter	Mar 2021
<p><b>DPPIW1.2: ensure all staff have undertaken a Personal Development Reviews</b></p> <p>Chief Fire Officer: Ian Hayton: April 2020  ACFO SPR: Karen Winter: April 2020  ACFO CP: Carl Boasman: April 2020  Senior Head of Assets: Darren Richards: 29<sup>th</sup> April 2020  Senior Head of People: Chris Chisholm; 12<sup>th</sup> May 2020  Senior Head of Emergency Response: 29<sup>th</sup> June 2020  Senior Head of Prevention and Engagement: 30<sup>th</sup> June 2020  Head of Emergency Response: 16<sup>th</sup> July 2020  Head of Operational Policy and Planning: 9<sup>th</sup> July 2020  Head of Prevention and Engagement: July 2020  Head of Fire Engineering: August 2020  Head of Risk and Performance: Tim Graham: 11<sup>th</sup> June 2020  Head of Finance and Procurement: Graham Fowler: 5<sup>th</sup> June 2020  Head of Human Resources: Vacant Post  Democratic and Admin Services Manager: Beverley Parker: 15<sup>th</sup> June 2020</p>	Karen Winter	Aug 2020
<p><b>DPPIW1.3: expand electronic Personal Development Recording System to include Green Book staff</b></p> <p>All Green Book staff now have an electronic personal development record which includes an annual training plan.</p>	Karen Winter	Mar 2021

<b>DPPIW1.4: implement electronic Personal Development Review system for all staff</b> This work is now complete and all staff are now able to record their personal development review meetings electronically.	Karen Winter	Mar 2021
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<b>DPPPIW2: The health and safety of our staff will remain of paramount importance</b>		
<b>Action</b>	<b>Lead</b>	<b>Date</b>
<b>DPPPIW2.1 implement Year 2 of the Brigade's Health and Safety Strategy</b> In progress and on track for completion.	Carl Boasman	Mar 2021

<b>DPPPIW4: Staff will be supported in their physical and mental health to remain at or return to work</b>		
<b>Action</b>	<b>Lead</b>	<b>Date</b>
<b>DPPIW4.1: implement year 2 improvement actions associated with the Brigade's Health and Wellbeing Strategy</b> <ul style="list-style-type: none"> <li>On 12<sup>th</sup> November 2020 the Brigade received confirmation that we were accredited Disability Confident Leader status and this is valid until 9<sup>th</sup> Nov 2023.</li> <li>Specific Health and Wellbeing arrangements established for supporting staff during COVID see 4.3 below.</li> <li>New Occupational Health Service has been procured in conjunction with County Durham and Darlington and Tyne and Wear FRSS</li> <li>Mental Health Training delivered across the workforce</li> <li>Continuous Professional Development arrangements in place for Blue Light Champions</li> <li>Apprenticeships for Station based fitness advisors</li> </ul>	Karen Winter	Mar 2021
<b>DPPIW4.2: Ensure significant enhancements are made to the Brigade's current Absence Tracker to improve the management of sickness absence in accordance with the conditions set out in SAMP; this should include the appointment of appointing a dedicated HR point of contact to each case, who will provide advice and guidance to managers as well as monitoring progress against the SAMP</b> Following consultation with senior/middle managers a new sickness absence tracker has been introduced to improve the management of sickness absence in terms of timely interventions and consistent approaches to the application of the Sickness Absence Management Policy.	Karen Winter	Sep 2020
<b>DPPIW4.3 Produce a 'CFB Approach to Health, Safety and Wellbeing during COVID-19'. This will consider the information gathered by the Organisational Assurance Team and will be reported to ELT and the HWB Board to establish any lessons learned and improvements for the HWB Strategy Improvement Plan</b> The Brigade adopted a COVID-19 People Policy and Procedure which captured a range of people procedures and practices that we had adopted and adapted as a result of COVID. This included areas such as mental health, sickness absence, financial hardship and working from home arrangements. Wellbeing conversations were introduced to ensure staff felt supported during the pandemic; these are continuing and are being adopted into the Brigade's Personal Development Reviews moving forward.  In addition a 'Lessons' Learnt document was produced by the Organisational Assurance Team which identified future improvements such as agile working; assessment of longer term effects of COVID such as mental health and isolation.	Karen Winter	Mar 2021

<b>DPPPIW5: Our workforce will be trained and competent through enhanced learning and developing arrangements</b>		
<b>Action</b>	<b>Lead</b>	<b>Date</b>
<p><b>DPPPIW5.1: implement year 3 improvement actions associated with the Brigade's Training and Education Strategy</b></p> <ul style="list-style-type: none"> <li>established virtual reality training solution to support incident command</li> <li>gained approval status to deliver a range of qualifications including incident command and fire investigation</li> <li>developed a system for operational learning to be shared across the organisation which includes the development of an APP to better capture incident debrief</li> </ul>	Karen Winter	Mar 2021
<p><b>DPPPIW5.2: explore opportunities to develop staff using the Apprenticeship Framework</b></p> <p>We now have apprentices at Level 3, 5 and 6 in Leadership and Management and Level 2 Fitness Advisors. Our work will continue into 2021/22 to explore further opportunities for other roles across the Brigade.</p>	Karen Winter	Mar 2021
<p><b>DPPPIW5.3: build upon existing arrangements to share and implement learning from debriefs to improve operational response and incident command</b></p> <p>The Brigade's internal exchange of learning now takes place via an operational news bulletin which references local, regional, national and international incidents; and the lessons learnt from those.</p> <p>We have re-affirmed our Single Point of Contract for national operational learning and joint organisational learning.</p> <p>We have developed an 'App' for the recording of debriefs following all incidents in CFB, accessible via mobiles (Flexi Duty Officers) and via 'tablets' (fire station personnel).</p>	Karen Winter	Nov 2020
<p><b>DPPPIW5.4: improve staff participation in large scale exercises</b></p> <p>Our Brigade Exercise Framework includes an annual Exercise Plan which determines exercises across six levels i.e. watch, station, District, Brigade, Local Resilience Forum, National Resilience; and this approved by ELT. Outcomes from the exercises are reported into ELT to ensure that the objectives were met, learning is identified and where required improvements are made.</p> <p>Pre-determined Attendance determines the number and type of appliance required for each exercise level and this is centrally co-ordinated by the Brigade's Exercise Co-ordinator who allocates resources to ensure that all staff from across the Brigade takes part in the Exercise Programme.</p>	Karen Winter	Nov 2020
<p><b>DPPPIW5.5: develop training resources for managers to recognize the signs of trauma or stress</b></p> <p>This action is included within the Health and Wellbeing Strategy and has been included within our new Mental Health arrangements</p>	Karen Winter	Jan 2021



## Underpinning Framework Priorities

<b>CUF1: An integrated engagement strategy will enhance community, staff and partnership engagement</b>		
<b>Action</b>	<b>Lead</b>	<b>Date</b>
<p><b>CUF1.1: produce a community engagement strategy and implement year 1 actions</b></p> <p>A community engagement strategy and implementation plan was approved by ELT on 21st Jul 2020. The implementation plan is in progress and on track for delivery. The following actions have been completed:</p> <ul style="list-style-type: none"> <li>• Community Engagement Strategy agreed at ELT Policy in Jul 2020</li> <li>• Implementation Plan commenced Aug 2020</li> <li>• CFB website updated and information accessibility improved</li> <li>• Accessibility tools reviewed internally to ensure we meet the diverse needs of people accessing our information</li> <li>• Accessibility statement produced and published</li> <li>• ICT built engagement tool for identification of local groups to refine targeted delivery of services. Research is currently in progress to inform the tool</li> <li>• Establishing Engagement Champions – community volunteers for CFB viewpoint contact on any consultation or community feedback</li> <li>• CIRMP consultation/engagement plan produced and agreed in ELT</li> <li>• Customer feedback facility built into new digital tablets (scheduled for roll out April 21)</li> <li>• Consultation facility built into digital tablets (scheduled for roll out April 21)</li> <li>• Internal and external Communications and Engagement calendars produced for 21-22. Available online and on stations. Working into Station Plans</li> <li>• Fire Safety Publicity Budget redesigned and aligned to Strategic Themes and External Communications and Engagement Calendar</li> </ul>	<b>Carl Boasman</b>	<b>Mar 2021</b>
<p><b>CUF1.2: produce a staff engagement strategy and implement year 1 actions</b></p> <p>This work is underway and is scheduled for completion. The approach will mirror the Community Engagement Strategy and aims to improve the visibility of leaders, establish regular staff surveys and provide a feedback mechanism for staff. Work will continue into 2021/22</p>	<b>Carl Boasman</b>	<b>Mar 2021</b>
<p><b>CUF1.3: produce a partnership engagement strategy and implement year 1 actions</b></p> <p>This work compliments the partnership framework which is under development and will continue into 21/22.</p>	<b>Carl Boasman</b>	<b>Mar 2021</b>



**CUF2:** Decision making, resource allocation and efficiencies will be improved through performance management and evaluation of fire and rescue service activity

Action	Lead	Date
<b>CUF2.1: establish an Evaluation Framework</b> This work has commenced and a draft evaluation framework is anticipated by May 2021.	Karen Winter	Mar 2021
<b>DUF2.1: evaluate new working arrangements in Brigade Control Room</b> An evaluation report is in draft form and will be presented to ELT in Apr 2021, work will therefore continue into 2021/22.	Karen Winter	Mar 2021
<b>DUF2.2: evaluate the use of Small Fires Unit: Carl Boasman</b> This project will be incorporated into the work relating to the development of next CIRMP.	Carl Boasman	Mar 2021